

Strategic Fitness Criteria and Expectations

08/17/00

Strategic Plan

Performance Measures

Element	Criteria
Values	Describes concepts, attitudes and beliefs. Provides direction for behavior.
Vision (Optional)	Statement of what the future would look like if the department achieved its Strategic Goals and fulfilled its Mission.
	Inspires action.
Mission	Describes the business.
	Customers are identified.
	Includes community impact.
Issue Statements	Summarizes the issues and trends that will have a major impact on the department.
Goals	Describes responses to issue statement.
	Describes a measurable result expected to be achieved in the next 2 - 5 years.
	Describes a result that will be achieve through 1 or more programs.
	No more than 1 goal focused on building internal capacity.
Strategic	Basis for evaluating department as a whole.
Operational Results	Family of Measures derived from Activity Purpose statement.
	Activities and Family of Measures drive the development of Employee Performance Plans.
	Describes benefit to the customer.

Performance-Based Budgeting

Element	Criteria
Financial Structure	Operational levels identified and aligned with proposed accounting string.
Budget	Detail budget presented at activity level (FY 2003).
	Administrative costs identified according to County plan.
	Demand for Activities identified with a plan to manage the resources.

Program Structure

Element	Criteria
Programs	Identified.
	Purpose statement.
Activities	Identified.
	Purpose statement.
	Family of measures included.
Services	Inventoried for entire Department.
	Expressed as nouns.

Element	Criteria
Results (per activity) & Key Results (per program)	Indicator reflects customer benefit or impact on the customer.
	i.e. County Customer Satisfaction Survey.
	Expressed as a % or rate.
Demand Products & Services.	Expected service needs identified.
	Expressed as a #.
Outputs Workload Indicators	Amount of service.
	# units produced or processed.
Efficiency	Inputs + Outputs.
	Expressed as \$ per.
Inputs (Budget) Resources Consumed	FTE's & Financial.
	Comparisons to prior year/quarter.
Benchmarks	Comparisons to similar operations (future).
	Collection methods described.
Data Considerations (Performance Audit will verify)	Analysis methods described.
	Graphical display format stated.
	Target audience(s) identified.
	Value to audience(s) described.

Performance Management

Element	Criteria
Training	All managers/supervisors have received training in M.C. Performance Management System.
Employee Plans	Aligned with strategic plan (Activity, Performance Measures).
	Developed in partnership (mgr & ee).
	Signed by employee and manager.
	Reviewed quarterly.
Employee Development Plan	Component of written ee performance plan.
	Describes specific action ee & mgr will take now.
	Tuition reimbursement was discussed & made available.
Ongoing Coaching	Provides support and reinforces positive performance.
	Uses corrective action plan when needed.
Annual Reviews	Formal reviews every 12 mths. Filed in employee personal file. Incentive for performance award.

Reporting and Decision Making

Element	Criteria
Reporting	Reports performance data on a quarterly basis.
	Tells a story of performance to the customer.
Decision Making	Managers use performance data to guide decision-making, celebrate success, improve operations.

MARICOPA COUNTY

MANAGING FOR RESULTS

STRATEGIC FITNESS



What we are doing today contributes to our strategic direction.

We know what we have done has been effective.

We know how much it costs to deliver our programs efficiently.

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